

April 7, 2013

My name is Lisa Lamb and I've been an employee of Rockwell for 25 years. I was in IT until just over a year ago when I accepted a position in Mary Ward's Controls organization reporting to Sharon Clement. I have a Legacy support background, so I had a great deal to learn about SAP and role based security when I joined the team, but was told that was understood and not a problem.

A few months into the job, I began detecting overall turmoil on the team, then learned there was a history of friction between Sharon and her former staff that resulted in them being forced out or let go.

It soon became clear that a major source of this turmoil was the open IC-CATs (Internal Control - Corrective Action Tracking System) records assigned to Sharon to resolve thousands of SOD (Segregation of Duty) conflicts held by IT users in IFS and SAP. Given the IC-CAT deadlines were approaching and she had just forced the only person with conflict resolution expertise to quit, Sharon seemed fearful she would again have to tell Controls Senior management she had been unable to resolve the SOD conflicts and therefore unable to close the IC-CATs.

What follows is a detailed account of what appeared to be desperate steps taken by Sharon Clement, where she knowingly violated several Department policies in an attempt to close an IC-CAT on time.

In short, Sharon made unapproved changes to the rules in Rockwell's GRC/RAR tool that are used to identify SOD conflicts for SAP users, then falsely documented the reason for the change. Not only do I believe her actions were a violation of Rockwell ethics with potential significant impact to the organization (see IC-CAT 11996), but also believe they're a factor in my job being unfairly jeopardized.

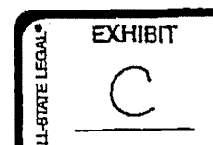
Although Audit did discover the changes and took action, I believe the consequences, if any, were minimal. What was upsetting for me was being put in the middle and instructed to make changes I felt were incorrect and being rushed through for all the wrong reasons. What I don't understand is why Sharon's manager seemed to look the other way.

In January of 2013, PwC provided Rockwell with a list of SAP t-codes that are missing from our rules. I have been tasked to investigate this, and now fear I will be held accountable for t-codes that are missing from our rules. I feel that is not right.

All I want is to be given a chance to learn and to do the best job possible like I always do. However, I now find myself in what feels like a hopeless situation that I feel is very unfair. What's worse is I recently learned Sharon wants to have me fired, which will no doubt provide her a new scapegoat to blame for things not getting done. This situation has left me no choice but to use the EIR process, which I have already started. Please see my attached document "Lisa E Lamb - documentation 3-31-2013" for details regarding that.

Please know that I have never been faced with anything like this and wish I weren't. It's both exhausting and time consuming. However, I do believe Rockwell's management genuinely cares about having employees of high moral and ethical standards, or I would not have written this.

Thank you for your time, and keeping this matter as confidential as possible.



Sincerely,  
Lisa Lamb

#### Sequence of events with screen prints and details

On 3/23/2011, IC-CAT 11395 was opened to Resolve the almost 18,000 high risk SOD conflicts that existed for the IT SAP Basis and Security administrators. A Risk assessment of Level 2/significant was assigned to 11395 and a Target date of 6/30/2012. Sharon Clement was assigned to 11395 to resolve

Internal Control Corrective Action Tracking System - CAT 11395

CATID: 11395	Initiator: SANDRA OETER	Auditor in Charge / Responsible Issue: ICE Contract; MISTRE SCREENER; Owner: MARY WARD
Cycle / Process: IT GRC IT RCA Section 1.0 - 13.0	Control Sub-Process: IT - Access / Account Management (2.0)	Control Deficiency: Type: Operational Check-access Deficiency
Source: Internal Audit Department Report	Compliance Reference: Sarbanes Oxley 404	IT Priority Level: 6-NA
Initiation Date: 03/23/2011	Fiscal Year: 2011	Risk Assessment: 2-Significant
		Audit Report: Project # / Item #: 2011-25 / B2
		Status: Follow Up
		Remediation Date: 06/28/2012
Issue Target Completion Date: 06/30/2012		
Original Issue Target Completion Date: 07/31/2011		

PUMS (TO Only):

RCA Control Objective/Activity #: 2.1.0

Control Objective/Activity Statement: Mitigations for SOX 404

Problem Description and Root Cause: SAP mitigating controls are not documented or approved for the IT controls identified in conjunction with not reviewing mitigating controls. There are no least privilege checks performed on the new role in GRC to ensure these are not SOD conflicts.

Verbiage from the Internal Controls Procedure\_V5.doc that is documented in Policy IQ 6.6 SEGREGATION OF DUTIES (SOD)

6.6.1 A fundamental element of Internal Control is the segregation of certain key duties. The basic idea underlying SOD is that no employee or group of employees should be in a position both to perpetrate and to conceal errors or fraud in the normal course of their duties. Basic categories of SOD are as follows:

- Custody of Assets
- Authorization / approval of related transactions affecting those assets
- Recording or reporting of related transactions
- IT Privileged Access

The basic components of the SOX PMO Control Team's efforts to monitor SOD compliance are as follows:

- Reviews are conducted at least annually to determine the level of SOD exposure at a given time and to assist with our SOX compliance efforts.
- New roles and changes to existing roles need to be approved by the SOX PMO Controls Team to determine whether the changes result in additional SOD risk.
- SOD applies to all functions, regardless of application.

#### 6.7 MITIGATING CONTROLS

The Rules in our GRC/RAR tool are read whenever an analysis is run to evaluate SOD conflicts. These rules were developed years ago by taking the SAP recommended rules, then adjusting them to identify risk as it pertains to Rockwell business processes and areas of job responsibility. As a result, a Corporate IT SOD Matrix and Job Description matrix was established that documents who can have what types of access based on job role.

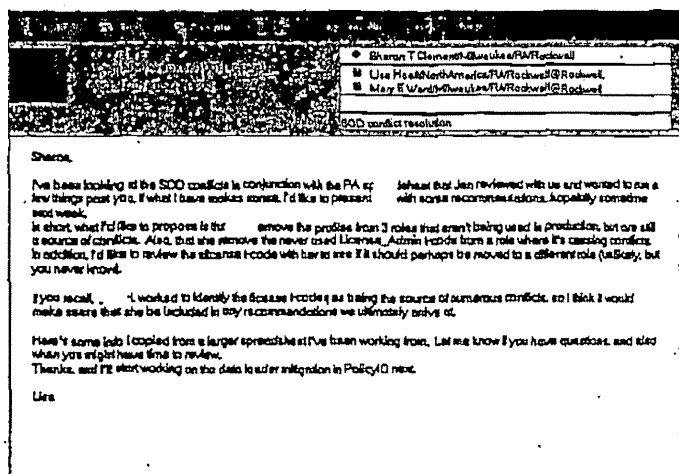
Sample of the risks that build SOD rules in RAR. Note the status column on the far right

[illegible][illegible]

16

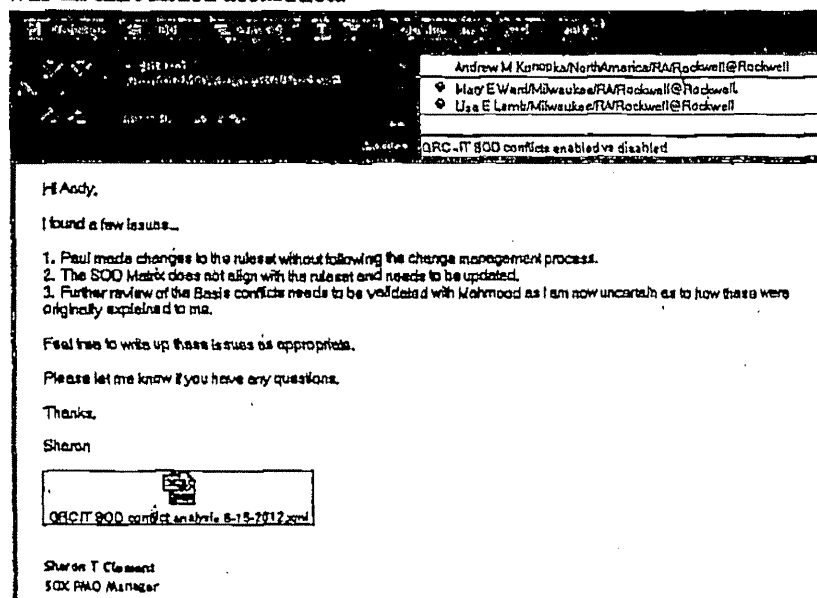
In May of 2012, Sharon became increasingly anxious knowing the target date on 11395 was fast approaching and tasked me to resolve the conflicts. Working with

we identified the source of the conflicts. I suggested to Sharon that revoking inappropriate role access we found and making role changes, including the removal of a SAP Licensing t-code from a Basis role that shouldn't have it, would reduce the conflicts down to a fraction.



Sharon rejected our recommendations, assuming because role changes often take weeks to complete and would likely not make the June 30<sup>th</sup> deadline. That was discouraging and really didn't make sense.

Sharon was angry with me and decided to pursue other options on her own. She tried to make a case with Audit that the rules needed to be changed in order to correct unauthorized changes made by the person I replaced, which was an unfounded accusation.



[In Archive] Re: GRC - IT SOD conflicts enabled vs disabled  
Mary E Ward to: Andrew M Konopka  
Cc: Sharon T Clement, Lisa E Lamb  
06/18/2012 07:25 AM  
Show Details

Sharon, Andy,

When were these "unapproved" changes made? My quarterly review of changes would have caught any changes that did not have an approval associated with them.

Thanks,  
Mary

Andrew M Konopka

From: Andrew M Konopka@NorthAmerica@RA@Rockwell  
To: Sharon T Clement@Milwaukee@RA@Rockwell, Mary E Ward@Milwaukee@RA@Rockwell  
Cc: Lisa E Lamb@Milwaukee@RA@Rockwell, Mary E Ward@Milwaukee@RA@Rockwell  
Date: 06/18/2012 04:44 AM  
Subject: Re: GRC - IT SOD conflicts enabled vs disabled

Hi Sharon

Yes these issues were all part of today's discussion based on our discussions last week. I thought that all changes in the RAR log were approved and then reviewed quarterly - are you stating that these changes were unauthorized and undetected during the review?

Andy

Andrew Konopka  
Project Manager IT Audit  
Rockwell Automation, Inc.

When her claims were rejected by Mary Ward and Andy Konopka, Sharon then scheduled a meeting with to solicit his input as to which risks were causing the most SOD conflicts. However, when she asked him to validate the proposed changes, he would not respond back and it was from these email correspondence that I learned I would be the one making changes in RAR. This was upsetting to me.

Lisa E Lamb@Milwaukee@RA@Rockwell  
Mary E Ward@Milwaukee@RA@Rockwell  
Fw: Basis SOD Conflicts In RAR

Lisa,

I have not heard back from you on these changes. Please implement these changes in RAR and generate a new Basis only report by Wednesday, June 27th.

Please let me know if you have any questions.

Thank you,

Sharon

Sharon T Clement  
SOX RMO Manager  
Rockwell Automation, Inc.  
1201 South 2nd Street  
Milwaukee, WI 53204-2496  
Phone / Fax +1 (414) 382-1287 / +1 (414) 382-6404  
e-mail: [sclement@ra.rockwell.com](mailto:sclement@ra.rockwell.com)





Lisa,

My approach to reduce the SOD conflicts would have been different than the one you took.

1. To ensure we have valid SOD data, I would have made the risk changes to the gateset first. My initial e-mail was sent on 6/21 to which I received no feedback from IT. I then requested you to make these changes on 6/25 and generate a SOD Basis only report by 6/27.
2. While we spoke about SL license and License Admin potentially being a quick hit, I would have fixed the gateset first to see if that would still be on issue.
3. If you would have run the SOD Basis only analysis after fixing the gateset, the potential reduction in the SOD conflicts would have been 750+. I used the SOD User Analysis\_05072012\_Q3\_Summary\_Post R5 report to determine this change.
4. If you received more feedback from Mahmood and Deb, I was not copied on those e-mails. That being said if ZS\_BC\_SECURITY-ADMIN-PROD had read-only access to License Admin, I would assume Deb already communicated that to you so I don't understand why she needed to send you another e-mail today.
5. If you find through your analysis that roles with SOD conflicts which are not being used, then you need to send a separate e-mail to the role owner and inform them of such and request they submit a ticket to have those roles removed or explain to you why they want to keep them as we will need to continue to remediate the SOD conflict.
6. I agree with Mahmood that his team needs both SL license and License Admin. His Basis team is responsible for maintaining the SAP licenses. As such, I would not recommend using a FF ID but would recommend mitigating that risk. I would work with Mahmood to determine what other controls are in place (i.e., client must be open, etc.) and then enter a mitigation in RAR and RAR. That way, if any other role would gain access to update or change the license, it would show up in our SOD quarterly reports.
7. The License Admin may only be used annually or only when we do an upgrade -- Google this and read what is involved with regards to keeping your SAP licenses current. Depending on how often we make SAP license changes, this may not show up in ProSie Taylor's as they do not have a full year of log files they are analyzing.
8. If you want to test a theory and disable something in the gateset, you do so and then perform a simple single user SOD report to determine if your theory was right. You do not need to run a complete SOD report which takes a long time.
9. Given the above information on License Admin, I would not have pursued this any further and looked at the SL license conflict, which I did. In reviewing the SOD User Analysis\_05072012\_Q3\_Summary\_Post R5 report, it was obvious there were many conflicts so I shared the report to show me any conflict (either way) in column E -- Conflicting Action. In column F -- Risk Description, I could see that the Maintain User Master function had many conflicts with Basis Functions. Given that information, I logged into SAP ECC and used SUMI to see what Deb's team had in ZS\_BC\_SECURITY-ADMIN-PROD for SL license and determined that for SL license (System Authorizations) there were two lines of authorizations that were active, one having an asterisk (\*) which means they have more than display access (see the screen below where all gateset objects are assigned). Removing the "\*" could potentially remove more than 1,800+ conflicts.
10. I think your last point (#9) refers to my first point... fix the gateset and then work with the SL license and License Admin conflicts.

### Changes to the Risks in RAR

Out of time, and because Sharon does not have authorization to make changes in the RAR tool, she instructed me to change the rules before the IC-CAT deadline of June 30<sup>th</sup>.

I told both Sharon and Mary that I was not comfortable making these changes, but I was requested to make them anyway.

On 6/28/2012, I logged into RAR and changed the status on most of the SAP Basis Risks. I did not like that my UserID would be permanently tied to those changes in RAR and felt I'd eventually become another scapegoat for blame like \_\_\_\_\_ had become.

As expected, trying to manipulate the SOD by adjusting the Risk status did not significantly reduce the number of conflicts like Sharon thought.

Also, I do not believe Sharon anticipated Internal Audit would notice the changes and come ask her about them.

### AUDIT Findings

Andy Konopka immediately opened 2 IC-CATs.

The first, 11996, because the changes made 6/28 left RAR with a set of rules that no longer can analyze and identify all of the SOD conflicts.

Auto-Creation Action (Risk) Control, Initiated and Created by (Risk) Control, V1.1  
[http://www.fishbase.org/Action/View/ViewCAT?CAT\\_ID=11996](http://www.fishbase.org/Action/View/ViewCAT?CAT_ID=11996)

CAT ID: 11996	Initiator: SANDRA DIETER	Auditor in Charge / Responsible ICE Contact: MISTRE SCRENER	Issue Owner: MARY WARD
Cycle / Process: IT GCC (IT RCA Section 1.0 - 13.0)	Control Sub-Process: IT - Access / Account Management (2.0)	Type: Operational Effectiveness Deficiency	IT Application: N/A
Source: Internal Audit Department Report	Compliance Reference: Sarbanes Oxley 404	IT Priority Level: 6-N/A	Risk Assessment: 4-Other
Initiation Date: 07/26/2012	Fiscal Year: 2012	Issue Target Completion Date: 07/31/2012	Audit Report Project # / Item #: 2012-28 / B1
			Status: Closed
			Remediation Date: 08/08/2012

PMMS (IT Only):

RCA Control Objective/Activity #:  
2.1.6

Control Objective/Activity Statement:  
The rule architect risks library in RAR does not analyze and identify all IT SOD conflicts

Problem Description and Root Cause:  
The risks for critical function conflict analysis in RAR have been disabled which could result in inaccurate and unreported conflicts to Management. All disabled risks should be reviewed for appropriateness.

Close Date: Issue

The second, 11997, to address the fact the SOD matrix no longer aligned with the rules in RAR.

Under any other circumstances this would have been considered a significant violation in Change Management procedures subject to disciplinary action.

RCA Control Objective/Activity #:  
2.1.6

Control Objective/Activity Statement:  
The rule architect risks library in RAR does not analyze and identify all IT SOD conflicts

Problem Description and Root Cause:  
The risks for critical function conflict analysis in RAR have been disabled which could result in inaccurate and unreported conflicts to Management. All disabled risks should be reviewed for appropriateness.

Close Date: Issue  
10/23/2012

Approver/Reviewer:  
ANDREW KONOPKA

Closing Comments:  
8/8/12 sat: Per S.Clement - Issues is complete and ready for final review/closure by Internal Audit.

Associated Files:

Click on a file below to download/view.  
[11996 RAR Risk Change History Results from 8-28-2012.pdf](#)  
[11996 GRC IT SOD conflict analysis 8-15-2012.xls](#)  
[11996 Corporate IT SOD Matrix and Job Descriptions - FY12 v8-7-12.xls](#)

Reviewed By	Review Date	Reviewed Date	Reviewed By	Status
SHARON CLEMENT	07/31/2012	07/26/2012	08/08/2012	Complete

Escalation Level 1: MARY WARD  
 Escalation Level 2: DAVID DORGAN

Action To Be Taken: Review the IT rules set in RAR and update the risks as appropriate.

Action Performed: 8/7/2012 sat: Eleven IT risks have been updated (enabled or disabled) to align with the IT Corporate SOD matrix (see IT Corporate SOD Matrix and GRC IT SOD analysis 8-15-2012 documents attached). Also attached is the change log for the 11 risks modified the ruleset.

POLICYIQ violations



On 8/7, Sharon asked me to create a RAR Change Log record in PolicyIQ that's required by R&C change management procedures where she made herself both the Peer Reviewer and the Approver of the Change Log which is in violation of the Change procedure.

Sharon did not like the Description I provided because it accurately described of the change events and had me change it with verbiage she provided. Verbiage that was not only misleading but simply false. The changes made on 6/28 were not done to align with the SOD matrix. The matrix had to be updated in response to one of the IC-CATs opened by Audit in response to the change.

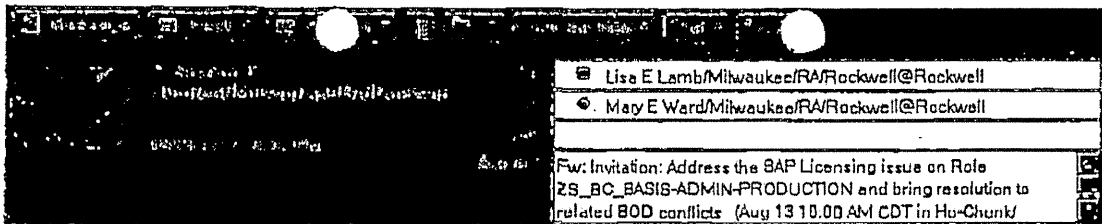
<input checked="" type="checkbox"/> 20120628_R_LELAM	
Template: RAR Change Log - SOD Ruleset	Stage: Published
Version: 1 (8/14/2012)	Exp Date: 8/21/2012
<b>This section to be filled out by the Requestor performing the change.</b>	
Requestor: Lamb, Lisa	Reason for Change: Other - Explain in Requestor Comments
Changes made to PRD: Yes	Requestor Comments:
The reason for this change was to modify (enable or disable) 11 IT risk to align with the IT Corporate SOD matrix. The discrepancy was found by IT Internal Audit. Details of the changes and justification are in the attached GRC IT SOD conflict analysis 6-15-2012 spreadsheet.	
<b>This section to be filled out by the Peer performing the review of the Change Log.</b>	
Peer Review performed by: Clement, Sharon	Date of Peer Review: 8/14/2012
Changes are reasonable: Yes	All "No" responses require Comments.
Peer Review Comments:	
I have reviewed the 11 changes (enable / disable) made to the ruleset and find them to be appropriate.	
On 08/14/2012 - "publishing" on behalf of Sharon Clement as the Peer Review. Since Sharon is acting as both Peer Review & Approver, if she were to "publish" an approval would be automatically granted.	

Sharon also had me replace the original SOD matrix attached to the Change Log with a version that was updated after the change was made. Another misleading and false representation of the actual events.

I questioned Sharon in an email response about Matrix and also suggested that given the nature of this change, that Audit be one of the approvers of the RAR Change Log in PolicyIQ. My suggestion was ignored.







From: Mahmood Z Khan/Milwaukee/RA/Rockwell  
To: Lisa E Lamb/Milwaukee/RA/Rockwell@Rockwell  
Cc: Sharon T Clement/Milwaukee/RA/Rockwell@Rockwell  
Date: 08/08/2012 04:02 PM  
Subject: Fw: Invitation: Address the SAP Licensing issue on Role ZS\_BC\_BASIS-ADMIN-PRODUCTION and bring resolution to related BOD conflicts (Aug 13 10:00 AM CDT in Ho-Chunk/CorporateRestrictedRooms@Rockwell)

Do we really need another meeting on this ?

Questions: when are these licenses applied, potential outage, is there always a CCR, is the activity logged etc  
SLICENSE: These licenses are applied when either the hardware is changed or when we apply patches to the system.  
Most of these activities have corresponding CCR.  
These t-code is for system / application licenses.

**LICENSE ADMIN - is primarily used by Security team. If you need this t-code removed from basis role that would be fine with me.**

Regards